

**PARKS AND STREETS
MAINTENANCE**

**CITY SERVICES AUDITOR
ANNUAL REPORT**

DOCUMENTS DEPT.

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July 7, 2006



CITY AND COUNTY OF SAN FRANCISCO
OFFICE OF THE CONTROLLER

Ed Harrington
Controller
Monique Zmuda
Deputy Controller

July 7, 2006

Honorable Mayor Gavin Newsom
1 Dr. Carlton B. Goodliest Place
City Hall, Room 200
San Francisco, CA 94102

President Aaron Peskin
Board of Supervisors
City Hall, Room 256
San Francisco, CA 94102

Dear Mayor Newsom and President Peskin:

The Controller's Office has implemented the streets, parks and sidewalks requirements of the City Services Auditor Charter amendment (Charter Appendix F) as approved by the voters in November 2003. In conjunction with the Recreation and Park Department and the Department of Public Works, standards have been developed for the city's parks and streets that address a wide array of conditions from basic cleanliness to tree and plant health and graffiti.

The amendment requires that the City Services Auditor issue an annual audit report of the City's performance under the park and street standards with geographical detail. Please find in the attached report our results for FY05-06 and our findings and recommendations. We are interested in improving the City's work in this area and invite your ideas and comments.

Respectfully submitted,

Ed Harrington
Controller

CC: Recreation and Park Commission
City Administrator
Civil Grand Jury
Budget Analyst
Public Library

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RESULTS IN BRIEF

Highlights...

- ☑ *Trash was collected and receptacles were in good condition 90% of the time. Gardens and shrubs were in good condition only 67% of the time.*
 - ☑ *The Controller's Office gave nine parks a perfect score of 100% compared to Rec & Park's 22 parks with a perfect score.*
 - ☑ *DPW mechanical street sweepers are performing well, but almost every area of the City failed the graffiti standard*
-
- ☑ *From Fall 2005 to Winter 2005 Rec and Park's adherence to posted staff schedules improved*
 - ☑ *Posting and reporting schedules and inspection results needs to be done faster.*
-

During fiscal year 2004-2005, the City developed, tested and did early reporting on specific standards for parks and streets that are mandated by the Charter. During fiscal year 2005-2006, for the first time, the City collected complete data and is measuring its performance to the standards. Similarly, as required by the Charter, schedules for park and street maintenance have been established and the City is testing adherence to them.

Overall, San Francisco's parks are in compliance with the standards that have been established 80% of the time. Out of 76 different specific elements tested, the condition and cleanliness of waste receptacles in the parks scored the highest overall with 90% compliance. The quality and condition of ornamental gardens, shrubs and ground covers scored the lowest at 67% compliance. Out of 168 parks evaluated, the Controller's Office City Services Auditor ("CSA") gave nine parks a perfect score of 100% and the Recreation and Park Department gave 22 parks a perfect score. Geographically, parks in supervisorial districts 1, 2, 3 and 9 had the best levels of compliance, while parks in districts 4, 5, 8, and 10 had the worst.

On street cleanliness, in general, the City's mechanical street sweeping is performing well and according to schedules. Three street sweeping routes (in the Richmond, Lakeview, and Marina areas) passed the street litter standard in every one of nine checks over three months both before and after street sweeping. However, graffiti on public and private property caused routes in almost every area of the city to fail the graffiti standard. The Haight and Excelsior had high levels of graffiti at every inspection, while the Bayview and Marina consistently had lower incidences of graffiti.

Established schedules for gardeners and custodians are now being used to track and better manage work in the parks. In its Fall 2005 compliance check, CSA inspectors saw a gardener and custodian where they were scheduled to be 40% and 30% of the time, respectively. In the winter, CSA inspectors saw a gardener and custodian where they were scheduled to be 65% and 85% of the time. Rec & Park is committed to updating the schedules database and the website as significant staffing changes occur.

Finally, both Rec & Park and DPW generate schedules and reports on their compliance with the standards and post them on their websites. However, this reporting needs to be done more timely.

BACKGROUND

The City Services Auditor Charter amendment passed in November 2003 requires that:

- Quantifiable, measurable, objective standards for park and street maintenance must be developed in cooperation and consultation between the Controller's Office and the Recreation and Park Department ("Rec & Park") and the Department of Public Works ("DPW");
- Regular maintenance schedules for park and street maintenance must be established, implemented, and made available to the public;
- Schedule compliance reports must be posted on the departments' websites;
- The Controller's Office must perform an annual audit of the City's performance to the standards, with geographic detail.

SCOPE AND METHODOLOGY

The required park standards were developed during FY2004-05 by the Recreation and Park Department and the Controller's Office. The standards cover 14 broad features ranging from lawns to restrooms and test 76 specific elements such as cleanliness, plant health and playground conditions. Using these standards, Rec & Park evaluated all City parks twice and the Controller's Office evaluated them once in FY2005-06.

The gardener and custodian schedules for the parks specify, wherever possible, exactly where staff is assigned by day of week and time of day. Rec & Park supervisors review the schedules quarterly, update them, and maintain posted schedules on the web.

The street standards measure litter/cleanliness conditions, graffiti on public and private property, the condition of trash receptacles and the frequency of trash collection. DPW agreed to inspect selected street segments monthly both before and after mechanical street sweeping and/or trash collection. CSA inspected the same street segments in September and December 2005. Inspection of routes before and after scheduled cleaning and pickup also allowed for evaluation of street sweeper and garbage collector performance.

RESULTS

*Rec & Park and CSA
inspectors evaluated over
160 parks.*

PARK STANDARDS INSPECTIONS

The standards manual groups all aspects of San Francisco's parks into one of 14 features (i.e., lawns, children's play areas) and specifies the inspection or testing of 76 elements (i.e., cleanliness, functionality, surface quality). Each element has a pass/fail standard, in some cases using a percentage threshold—for example, paved paths must have 95% of the surface area free of weeds to pass the "weediness" standard.

San Francisco parks vary greatly in size, type and uses and not all features appear at all parks. For example, only some parks have children's play areas, turf playing fields, or ornamental planting. In the discussion below, the percentages are the number of elements that passed the standards divided by the total number of elements applicable to that park or group of parks. Features that are not applicable are not included in the calculation.

The standards manual, features, elements, and the ratings methods are at: http://www.parks.sfgov.org/site/recpark_page.asp?id=37737

Results By Park Type and By District

Rec & Park has four categories of parks, in increasing order, typically, of size: (1) Mini Park, (2) Civic Plazas or Squares, (3) Neighborhood Parks/Playgrounds, and (4) Regional Parks. Citywide for all parks, Rec & Park found that park standards were met 82% of the time. Civic plazas, which tend to have fewer plantings and green areas, and more benches and street furniture, had the best scores, at 86% compliance overall. Regional parks, which typically cover many acres and have a wide variety of uses—fields, picnic areas, trails, etc., fared the worst in Rec & Park's testing at 77% compliance. Citywide, the Controller's Office found that parks met standards 80% of the time, found the best compliance in neighborhood parks with 81% and the worst in Mini Parks with 74% compliance.

Both Rec/Park and CSA inspectors found some of the poorest compliance in Mini Parks—in District 11 CSA scored Mini Parks at 60% compliance and in District 8 Rec & Park inspectors scored Mini Parks at only 61% passing. Examples of conditions most

frequently observed at Mini Parks include neglected plantings and trees, graffiti and illegal camping. Looking at staff hours for Mini Parks, a gardener or custodian assigned to a Mini Park is typically scheduled there for an hour or less, sometimes every weekday, but sometimes fewer than five days per week. In general, trash collection would likely be performed, but not gardening or maintenance, in this limited time period.

Geographically, Rec & Park found that supervisorial district 8 had the lowest average compliance with 72%, and the Controller's office scored district 11 with the lowest average compliance at 66%. For more details, please see the map below and Table A.

**FY 05-06 City Services Auditor Results of Park Maintenance Standards
Overall Results by Supervisorial District**

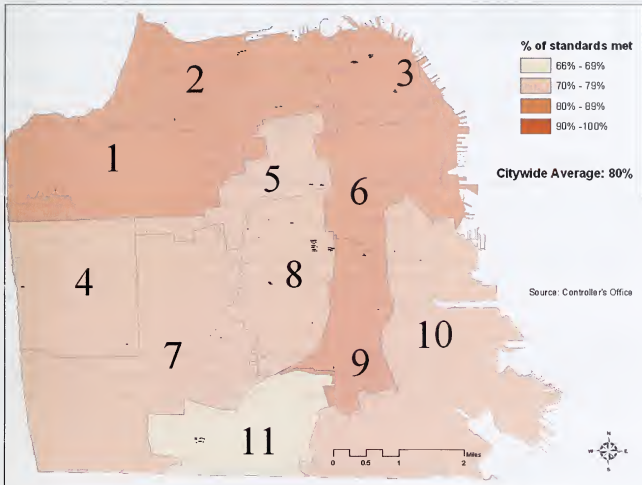


Table A: Inspection Scores By Park Type and By District

Supervisory District	District Avg**		Mini Parks		Civic plazas or squares		Neighborhood Parks - Playgrounds		Regional Parks	
	REC	CSA	REC	CSA	REC	CSA	REC	CSA	REC	CSA
1	87%	86%	81%	85%			90%	88%	78%	81%
2	86%	86%			78%	73%	88%	88%		
3	89%	80%	92%	70%	86%	85%	88%	86%		
4	86%	71%					87%	72%	80%	67%
5	74%	78%	73%	76%	88%	73%	73%	80%		
6	85%	80%	88%	83%	97%	70%	82%	80%		
7	87%	78%					87%	80%		
8	72%	77%	61%	62%			74%	80%	74%	86%
9	89%	83%	88%	83%			89%	83%		
10	74%	79%	67%	88%			76%	77%	72%	80%
11	84%	66%	86%	60%			83%	72%		
Citywide*	82%	80%	80%	74%	86%	80%	82%	81%	77%	78%

* The Citywide average is calculated by dividing the sum of all standards met (Yes answers) citywide by the total standards met and not met (Yes and No answers). (It is not an average of district averages.)

** A District average is calculated by dividing the sum of individual park ratings in a particular district by the number of parks evaluated in that district. (District averages are not an average of park types ratings.)

Results by Park Feature

On a citywide basis, Rec & Park scored waste and recycling receptacles as their best park feature at 90% compliance and ornamental gardens, shrubs, and ground covers as their worst park feature at 68% compliance. Dog play areas in district 7 scored as the worst feature in any district with 33% compliance with standards.

CSA evaluators scored trees as the best maintained park feature citywide at 89% and dog play areas as the worst at 71%. Dog play areas in district 10 scored the worst for any feature in any district at 50%.

Results for Individual Parks

A snapshot of the five best and five worst parks is shown in Table B. Rec & Park inspectors gave 22 parks a perfect score of 100% and CSA gave nine parks a perfect score. For individual park results please see Appendix A.

Table B: Best and Worst Parks

	District	Type of Park	Staff Hours	REC Rating	CSA Rating
BEST PARKS					
J.P MURPHY PLAYGROUND	7	Neighborhood	60	100%	96%
MISSION REC CENTER	9	Neighborhood	7	100%	93%
KID POWER PARK	6	Neighborhood	20	100%	98%
MULLEN PERALTA	9	Mini	5	100%	100%
WASHINGTON HYDE	3	Mini	10	100%	93%
WORST PARKS					
FRANKLIN SQUARE	6	Neighborhood	48	17%	66%
OCEAN VIEW	11	Neighborhood	133	55%	36%
SUNNYSIDE CONSERVATORY	8	Mini	16	65%	37%
JOSEPH LEE REC CENTER	10	Neighborhood	55	41%	59%
DOUGLASS PLAYGROUND	8	Neighborhood	45	54%	53%

Franklin Square park in the table above has, for example, a new artificial turf soccer field and surrounding benches that scored very highly, but the park consistently has litter and illegal camping, poor scores for lawns, trees, and plants and the playground equipment on the site is old—these scores all contributed to the park's low rating. In Douglass Playground, the facility failed due to consistently low scores for lawn and turf quality, overgrown trees, and poor conditions in dog play areas.

Some parks scoring highest in the ratings, such as Kid Power Park, are new or recently renovated, but older facilities, such as Mission Recreation Center also scored well, with 100% compliance on a variety of cleanliness and maintenance elements throughout the facility.

In Table C below, we show two parks that, though they are very different, do have the same number of features and some similar features (children's playground, lawns, trees and planted areas) and are roughly equivalent in size. The table is included to demonstrate how Rec & Park could use analysis of the schedules and standards, at a high level, as management tools.

Table C: Maintenance Hours and Evaluation Results

	FRANKLIN SQUARE	DUBOCE PARK
Rating	17%	92%
Number of features	10	10
Surface (acres)	4.4	4.3
REC Staff hours (@time of inspection)	48	100
RECStaff hours as of April 06	86	80
Neighborhood Community presence	Not at time of inspection	Friends of Duboce Assoc.

PARK STAFF SCHEDULES

In order to implement the City Services Auditor charter requirements and to meet public demand for this information, Rec & Park has posted staff schedules for their gardeners and custodians who work in the Neighborhood Parks division on the Department's website. Rec & Park human resources staff update the schedules database regularly and the website daily as changes occur that would substantially affect the staffing of a park, such as a retirement or other vacancy.

However, Rec & Park has yet to implement a system to check compliance with schedules. Although the Assistant Superintendent of Neighborhood Parks uses the schedules to check on gardeners' and/or custodians' whereabouts on a case-by-case basis, there is no system in place for more consistent supervision. The Department plans to put such a system in place beginning in July 2006 in conjunction with reorganization and the hiring of a new tier of eight managers who will have overall responsibility for groups of parks.

A sample of the web database, which is now available to the public specifying where Rec & Park staff is assigned, is shown on the next page. A drop-down menu allows for choosing any park in the city. This information is on the web at:

http://www.parks.sfgov.org/site/recpark_page.asp?id=35887

Table D: Detail of Park Staffing on Web



Select a Park:

ARGONNE PLAYGROUND

Employee(s)	# of	Hrs
Custodian	2	22
Gardener	1	14

Hours are based on Bi-Weekly Schedule

Time	Sat	Sun	Mon	Tue	Wed	Thu	Fri
7:00AM							
7:30AM							
8:00AM			1G				
8:30AM					1G		
9:00AM							
9:30AM							
10:00AM							
10:30AM	1C	1C					
11:00AM			1C	1C	1G 1C	1C	1C
11:30AM							
12:00PM					1C		

Timeslots are half-hour increments (G-Gardener, C-Custodian, E-Environment Service Worker)

The Controller's Office checked on the accuracy of and compliance with the schedules during FY 2005-2006. During two sets of park inspections, Controller's Office staff carried details of staff schedules and noted whether gardeners and/or custodians were on the premises whenever their work time and the Controller's inspection time overlapped. CSA inspection times were from 9:30 am to 5:00 pm, and many gardeners and custodians begin in the early morning and end their shift by early afternoon. Nonetheless, the CSA inspection times and gardeners' schedules overlapped 25 times during the first inspection in October 2005 and 17 times during the second inspection in January 2006. The CSA inspection times and custodians' schedules overlapped ten times during the first inspection and six times during the second inspection.

In October 2005, CSA evaluators saw a gardener 40% of the time and a custodian 30% of the time. Reasons for these results may include:

- A staff person may be on leave. For some parks, Rec & Park does replace a worker on leave, but for many assignments the department does not have sufficient staff for replacements. The citywide average for leave time from all sources (vacation, sick time, holidays) is 22.5%, and for workers with jobs that are primarily physical labor, the leave rate is typically higher;
- Some of the parks are so large that it may be difficult to find the staff person. During the inspection, the gardeners or custodians are moving throughout the parks and so are the evaluators;
- Schedules may not be up to date—a gardener may be temporarily reassigned to another park, or to a roving crew to meet urgent needs.

In January 2006, CSA evaluators saw a gardener 65% of the time and a custodian 83% of the time. These results were much higher than the results from the October 2005 inspections. Reasons for the improvement may include:

- The schedules were updated by Rec & Park's Human Resources Division and accuracy improved;
- A smaller sample of parks was inspected (68 in October 2005 vs. 37 in January 2006).

Table E: Schedules Compliance Results

Date of Inspection	October 21, 2005- Friday	January 9, 2006- Monday
Number of Park Properties Inspected	68	37
Number of times CSA inspection times overlapped with Gardener schedule time	25	17
Percent of times CSA Inspector saw a Gardener that was supposed to be there	40%	65%
Number of times CSA inspection times overlapped with Custodian schedule time.	10	6
Percent of times CSA Inspector saw a Custodian that was supposed to be there	30%	83%

PARKS RECOMMENDATIONS

The Controller's Office and the Recreation and Park Department have met and discussed the results of the FY05-06 park inspections, the schedules compliance, and the current content and status of the park standards themselves. The recommendations below confirm our understanding of the goals and next steps for these programs and should be implemented by the Department in fulfillment of the Charter-mandated City Services Auditor requirements.

1. Further improve the standards and standards reports now that Rec & Park has hired the two most critical senior managers in these areas and the City has a year of experience with the standards.¹ Specifically, the Department needs to follow through on a prior commitment to develop standards for parkland managed under the Natural Areas Program. Other logical improvements would include adding aesthetics standards such as color and diversity of planted areas, and creating a weighting approach for different types of parks.
2. Post evaluation results both citywide and on individual parks within 30 days of the inspection time. In FY 2005-06, the department's results were not available until two to five months after the inspections were performed.
3. Use the inspection results to manage operations and redeploy staff as needed. The Department is currently developing workplans for individual parks that will be an indicator of where gaps lie and the level of effort needed in individual parks to meet the City's goals. Until those plans are complete, the inspection results provide an objective source of information about the specific sites and areas of work that are most in need and should be used as such.
4. Begin a compliance program for schedules immediately. A Department-wide approach to this issue should not wait for the hiring of new service area managers or otherwise be delayed.
5. Procure better technology for park standards compliance. The Department has done initial scoping for the purchase of hand-held electronic devices to capture standards information and link directly to Rec & Park's Total Managed Assets (TMA)

¹ Dennis Kern was appointed Director of Operations on August 1, 2005 and Scott Reese as Superintendent of Neighborhood Services on October 17, 2005.

database for ease and speed of reporting. Rec & Park should follow through on this proposal.

6. Analyze variances in inspection results to understand whether evaluation practices and/or other issues are the cause. Periodically re-train inspectors to ensure quality control and consistent use of the standards by all staff.
7. Implement new performance measures to track achievement in complying with standards over time. For FY 06-07 a set of nine new measures has already been created in relation to park standards including:
 - Number of park inspections;
 - Citywide percentage of park maintenance standards met for all parks inspected;
 - Citywide percentage of park maintenance standards met in neighborhood parks;
 - Citywide percentage of lawn standards met and turf athletic field standards met;
 - Citywide percentage of restroom standards met;
 - Number of the eight new park service areas with a rating of 80% or more for standards compliance.

STREET STANDARDS EVALUATIONS AND SCHEDULING

Since July 2005, DPW and the Controller's Office have inspected streets throughout the City for three issues; (1) mechanical street cleaning/street litter; (2) graffiti on public and private property; and (3) trash receptacles. Inspections have occurred both before and after scheduled cleaning and maintenance efforts to test the conditions themselves and the effectiveness of the City's efforts. The detailed results of the inspections are shown in the tables in Appendix B.

In general, residential streets are swept once a week and commercial streets are swept two to three times a week. For areas with high commercial activities, streets may be swept as often as 14 times a week. In 2006, DPW used funding through CSA to input all mechanical sweeping routes into a database which will allow for improved management and analysis of this function.

The mechanical street sweeping/litter inspections test the amount of litter in the street and the effectiveness of the City's mechanical street sweeping program—whether it is working according to schedule and whether the frequency is appropriate. In general, the mechanical sweepers are working according to schedules and are effective. However, some routes failed the litter standard even after sweeping—this occurred in the Western Addition, Glen Park, Chinatown and Mission. Parked vehicles blocking the sweeper can be the cause of this failure. Some routes passed the litter standard both before and after sweeping—this occurred in the Richmond, Lakeview, Marina and Park Merced, and could indicate that frequency in areas of the city could be reduced.

Graffiti inspections note every incidence of graffiti on both public and private property, and, if public, the agency that is responsible for that site. The Mayor has directed that the Department of Public Works and all other agencies with public facilities remove graffiti on a timely basis and take steps to enforce graffiti removal where it is the responsibility of private property owners. In nine inspections over eight months, no route in the city was completely free of graffiti. However, routes in the Bayview, Marina, Pacific Heights, Noe Valley and Park Merced consistently showed low incidences. Routes in the Excelsior, Haight, Chinatown, Mission and Western Addition consistently showed the highest incidences.

Lastly, trash inspections note whether the cans are full or not at collection time (testing frequency), whether the can is graffiti-free

and in good operating condition, and litter around the cans. Trash receptacles in San Francisco are the responsibility of both DPW (conditions) and its contractor, NorCal Waste Systems (pickup). Graffiti on trash cans or poor conditions (as opposed to garbage pick-up) caused most routes in the City to fail these standards most of the time. However, there are routes—in the Bayview, Western Addition, Mission and Marina that passed all three tests at all inspection points.

STREETS RECOMMENDATIONS

The Controller's Office and the Department of Public Works have met and discussed the results of the FY05-06 street inspections and the current content and status of the street standards themselves. The recommendations below confirm our understanding of the goals and next steps for these programs and should be implemented by the Department in fulfillment of the Charter-mandated City Services Auditor requirements.

*DPW and Controller's
Office plan to expand the
street cleaning standards
in FY06-07.*

1. The Department of Public Works should analyze its mechanical sweeping schedules database together with inspection results and determine if changes should be made to increase or decrease frequency of sweeps.
2. In the second half of FY2005-06, the Department of Public Works decreased and then stopped standards inspections pending the development of new street cleaning proposals for the FY2006-07 budget and possible changes to capture more of the public's perception of cleanliness. Inspections should resume early in FY2006-07. Inspection methodologies should continue to address, in addition to any new issues, consistent tests of the effectiveness of the city's basic street cleaning programs, and must sample enough miles to provide citywide measurement results.
3. Consider using staff that are on light or modified duty as DPW inspectors.

APPENDIX A: PARK EVALUATION RESULTS

No. Park	CSA	REC	Variance
1 10TH AVE/CLEMENT MINI PARK	79%	66%	13%
2 24TH/YORK MINI PARK	76%	93%	-17%
3 29TH/DIAMOND OPEN SPACE	0%	100%	-100%
4 ADAM ROGERS PARK	67%	50%	17%
5 ALAMO SQUARE	95%	69%	26%
6 ALICE CHALMERS PLAYGROUND	88%	93%	-5%
7 ALICE MARBLE TENNIS COURTS	100%		100%
8 ALIOTO MINI PARK	98%	95%	3%
9 ALLYNE PARK	79%	100%	-21%
10 ALTA PLAZA	89%	94%	-5%
11 ANGELO J. ROSSI PLAYGROUND	85%	89%	-4%
12 APTOS PLAYGROUND		76%	-76%
13 ARGONNE PLAYGROUND	76%	93%	-17%
14 BALBOA PARK	81%	89%	-8%
15 BAY VIEW PLAYGROUND	74%	72%	2%
16 BEIDEMAN/O'FARRELL MINI PARK	65%	78%	-13%
17 BERNAL HEIGHTS RECREATION CENTER	89%	92%	-3%
18 BROADWAY TUNNEL EAST MINI PARK	40%	100%	-60%
19 BROADWAY TUNNEL WEST MINI PARK	63%	91%	-28%
20 BROOKS PARK	88%	100%	-12%
21 BROTHERHOOD/CHESTER MINI PARK	55%		55%
22 BUCHANAN STREET MALL	78%	68%	10%
23 BUENA VISTA PARK	95%	62%	33%
24 BUSH/BRODERICK MINI PARK	84%	71%	13%
25 CABRILLO PLAYGROUND	88%	85%	3%
26 CARL LARSEN PARK	60%	81%	-21%
27 CAYUGA PLAYGROUND	64%	82%	-18%
28 CAYUGA/LAMARTINE MINI PARK	50%	100%	-50%
29 CHESTNUT/KEARNY MINI PARK	60%	80%	-20%
30 CHINESE PLAYGROUND	78%	94%	-16%
31 CHINESE RECREATION CENTER	87%	85%	2%
32 COLERIDGE MINI PARK	73%	63%	10%
33 COLLINS P. HUNTINGTON PARK	97%	98%	-1%
34 CORONA HEIGHTS	68%	100%	-32%
35 COSO/PRECITA MINI PARK	75%	100%	-25%
36 COTTAGE ROW MINI PARK	85%	73%	12%
37 COW HOLLOW PLAYGROUND	84%	94%	-10%
38 CROCKER AMAZON PLAYGROUND	73%	83%	-10%
39 DIAMOND/FARNUM OPEN SPACE	100%	100%	0%
40 DOUGLASS PLAYGROUND	53%	54%	-1%
41 DUBOCE PARK	90%	92%	-2%

No. Park	CSA	REC Variance	
42 DUPONT COURTS	82%	87%	-5%
43 ESPRIT PARK		88%	-88%
44 EUREKA VALLEY PLAYGROUND		38%	-38%
45 EVERSON/DIGBY LOTS	100%	100%	0%
46 EXCELSIOR PLAYGROUND	87%	98%	-11%
47 FATHER ALFRED E. BOEDDEKER PARK	72%	100%	-28%
48 FERRY PARK	92%		92%
49 FILLMORE/TURK MINI PARK	55%	73%	-18%
50 FRANKLIN SQUARE	66%	17%	49%
51 FULTON PLAYGROUND	95%	79%	16%
52 GARFIELD SQUARE	61%	70%	-9%
53 GENEVA AVENUE STRIP	27%		27%
54 GEORGE CHRISTOPHER PLAYGROUND	86%	50%	36%
55 GILMAN PLAYGROUND	80%	70%	10%
56 GLEN PARK	77%	86%	-9%
57 GOLDEN GATE HEIGHTS PARK	87%	88%	-1%
58 GOLDEN GATE PARK	84%	86%	-2%
59 GOLDEN GATE/STEINER MINI PARK	84%	58%	26%
60 GRATTAN PLAYGROUND	58%	87%	-29%
61 HAMILTON PLAYGROUND	79%	47%	32%
62 HAYES GREEN PARK	93%		93%
63 HAYES VALLEY PLAYGROUND	87%	94%	-7%
64 HEAD/BROTHERHOOD MINI PARK	80%	96%	-16%
65 HELEN WILLS PLAYGROUND	100%	92%	8%
66 HILLTOP PARK	78%	63%	15%
67 HOLLY PARK	86%	93%	-7%
68 HUNTER'S POINT RECREATION CENTER	73%	63%	10%
69 HYDE/VALLEJO MINI PARK	64%	100%	-36%
70 INA COOLBRITH PARK	83%	83%	0%
71 INDIA BASIN SHORELINE PARK	81%	72%	9%
72 J. P. MURPHY PLAYGROUND	96%	100%	-4%
73 JACKSON PLAYGROUND	89%	88%	1%
74 JAMES ROLPH JR PLAYGROUND	80%	85%	-5%
75 JAPANESE PEACE PLAZA AND PAGODA	73%	88%	-15%
76 JEFFERSON SQUARE	72%	79%	-7%
77 JOE DIMAGGIO PLAYGROUND	88%	90%	-2%
78 JOHN MCLAREN PARK	80%	72%	8%
79 JOOST/BADEN MINI PARK	90%	57%	33%
80 JOSE CORONADO PLAYGROUND	80%	86%	-6%
81 JOSEPH CONRAD MINI PARK	88%	90%	-2%
82 JOSEPH L. ALIOTO PERFORMING ARTS PIAZZA	70%	97%	-27%
83 JOSEPH LEE RECREATION CENTER	59%	41%	18%
84 JULIUS KAHN PLAYGROUND	96%	87%	9%

No. Park	CSA	REC	Variance
85 JUNIPERO SERRA PLAYGROUND	94%	94%	0%
86 JURI COMMONS	78%	74%	4%
87 JUSTIN HERMAN/EMBARCADERO PLAZA	73%	90%	-17%
88 KELLOCH VELASCO MINI PARK	82%	88%	-6%
89 KID POWER PARK	98%	100%	-2%
90 KOSHLAND PARK	88%	87%	1%
91 LAFAYETTE PARK	74%	58%	16%
92 LAKE MERCED PARK	85%	73%	12%
93 LAUREL HILL PLAYGROUND	92%	90%	2%
94 LESSING/SEARS MINI PARK	81%	62%	19%
95 LINCOLN PARK	77%	69%	8%
96 LITTLE HOLLYWOOD PARK	94%	85%	9%
97 MARGARET S HAYWARD PLAYGROUND	72%	87%	-15%
98 MCCOPPIN SQUARE	78%	92%	-14%
99 MCKINLEY SQUARE	53%	90%	-37%
100 MERCED HEIGHTS PLAYGROUND	67%	75%	-8%
101 MICHELANGELO PLAYGROUND	95%	96%	-1%
102 MIDTOWN TERRACE PLAYGROUND	91%	97%	-6%
103 MIRALOMA PLAYGROUND	69%	91%	-22%
104 MISSION DOLORES PARK	78%	95%	-17%
105 MISSION PLAYGROUND	78%	57%	21%
106 MISSION RECREATION CENTER	93%	100%	-7%
107 MOSCONE RECREATION CENTER	89%	77%	12%
108 MOUNTAIN LAKE PARK	75%	85%	-10%
109 MT OLYMPUS	100%	95%	5%
110 MULLEN/PERALTA MINI PARK	100%	100%	0%
111 MURIEL LEFF MINI PARK	90%	97%	-7%
112 NOE VALLEY COURTS	86%	54%	32%
113 OCEAN VIEW PLAYGROUND	36%	55%	-19%
114 PAGE/LAGUNA MINI PARK	80%	83%	-3%
115 PALACE OF FINE ARTS	67%	77%	-10%
116 PALEGA RECREATION CENTER	84%	80%	4%
117 PALOU/PHELPS MINI PARK	94%	79%	15%
118 PARKSIDE SQUARE	68%	87%	-19%
119 PARQUE NINOS UNIDOS	84%	91%	-7%
120 PEIXOTTO PLAYGROUND	98%	77%	21%
121 PINE LAKE PARK	54%	69%	-15%
122 PORTSMOUTH SQUARE	70%	71%	-1%
123 POTRERO DEL SOL PARK	68%	84%	-16%
124 POTRERO HILL RECREATION CENTER	71%	83%	-12%
125 PRECITA PARK	88%	93%	-5%
126 PRENTISS MINI PARK	81%	94%	-13%
127 PRESIDIO HEIGHTS PLAYGROUND	93%	93%	0%

No. Park	CSA	REC	Variance
128 RANDOLPH/BRIGHT MINI PARK	63%	88%	-25%
129 RAYMOND KIMBELL PLAYGROUND	75%	57%	18%
130 RICHMOND PLAYGROUND	91%	95%	-4%
131 RICHMOND RECREATION CENTER	98%	95%	3%
132 RIDGETOP PLAZA	89%	76%	13%
133 ROCHAMBEAU PLAYGROUND	88%	100%	-12%
134 ROLPH NICOL PLAYGROUND	52%	90%	-38%
135 RUSSIAN HILL PARK	100%	100%	0%
136 SATURN STREET STEPS	79%	29%	50%
137 SELBY/PALOU MINI PARK	75%	55%	20%
138 SEWARD MINI PARK	42%	94%	-52%
139 SGT. JOHN MACAULAY PARK	79%	76%	3%
140 SIGMUND STERN RECREATION GROVE	80%	92%	-12%
141 SILVER TERRACE PLAYGROUND	85%	80%	5%
142 SOUTH OF MARKET RECREATION CENTER	80%	84%	-4%
143 SOUTH PARK	83%	98%	-15%
144 SOUTH SUNSET PLAYGROUND	70%	91%	-21%
145 ST. MARY'S PLAYGROUND	89%	98%	-9%
146 ST. MARY'S SQUARE	85%	100%	-15%
147 STATES STREET PLAYGROUND	61%	96%	-35%
148 SUNNYSIDE CONSERVATORY	37%	65%	-28%
149 SUNNYSIDE PLAYGROUND	74%	64%	10%
150 SUNSET PLAYGROUND	79%	77%	2%
151 TELEGRAPH HILL/PIONEER PARK	82%	66%	16%
152 TENDERLOIN RECREATION CENTER	94%	94%	0%
153 TOPAZ OPEN SPACE	100%	0%	100%
154 TURK/HYDE MINI PARK	78%	100%	-22%
155 UNION SQUARE	92%	100%	-8%
156 UPPER NOE RECREATION CENTER	85%	78%	7%
157 UTAH/18TH MINI PARK	100%	47%	53%
158 VISITACION VALLEY COMMUNITY CENTER	81%		81%
159 VISITACION VALLEY GREENWAY	98%	84%	14%
160 VISITACION VALLEY PLAYGROUND	86%	98%	-12%
161 WALTER HAAS PLAYGROUND	97%		97%
162 WASHINGTON SQUARE	84%	61%	23%
163 WASHINGTON/HYDE MINI PARK	93%	100%	-7%
164 WEST PORTAL PLAYGROUND	70%	100%	-30%
165 WEST SUNSET PLAYGROUND	76%	96%	-20%
166 WOH HEI YUEN PARK	75%	86%	-11%
167 YACHT HARBOR AND MARINA GREEN	80%	79%	1%
168 YOUNGBLOOD COLEMAN PLAYGROUND	66%	78%	-12%

APPENDIX B: STREET INSPECTION RESULTS

MECHANICAL SWEEPING AND STREET LITTER INSPECTIONS

In Tables B1 and B2 below, "Yes" means that blocks on the inspected route had fewer than 15 pieces of litter per 100 feet of curb, on average. "No" means that the blocks averaged more than 15 pieces of litter per 100 feet of curb.

Table B1: Street Cleaning Results for July – October 2005

Inspection Results – Street Cleaning In Compliance? – Yes/No											
Route No.	Route Name	Supervisor District	DPW Inspections						CSA Inspections	DPW Inspections	
			JULY		AUG		SEPT		SEPT	OCT	
			Before	After	Before	After	Before	After		Before	After
1	Richmond	1	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5	Excelsior	11	No	Yes	No	Yes	No	Yes	Yes	No	Yes
7	Sunset	4	No	Yes	No	Yes	No	Yes	No	No	Yes
10	Bayview	10	Yes	Yes	No	Yes	No	Yes	Yes	No	Yes
11	Western Addition	3	No	Yes	No	No	No	No	No	No	Yes
12	Lakeview	7	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
14	Eureka	8	No	Yes	No	Yes	No	Yes	Yes	Yes	Yes
15	Haight/Anza	5	No	Yes	No	Yes	No	Yes	Yes	No	Yes
18	Glen Park	9	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No
19	Marina	2	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
20	Chinatown	6	No	Yes	No	Yes	No	Yes	No	No	Yes
Compliance Rate			45%	100%	18%	91%	36%	91%	73%	36%	91%

Table B2: Street Cleaning Results for December 2005 – February 2006

Inspection Results - Street Cleaning In Compliance? Yes/No												
Supervisory District			CSA Inspections	DPW Inspections								
			DEC	DEC		JAN		FEB				
Route No.	Route Name		Before	Before	After	Before	After	Before	After			
2	Pacific Heights Wharf - Financial	1	No	No	Yes							
3	District	3	Yes	No	Yes	No	Yes	No	Yes			
6	Portola	10	No	No	Yes	No	Yes	No	Yes			
8	Parkside	4	Yes	Yes	Yes	No	Yes	Yes	Yes			
9	Mission	9	No	No	No	No	Yes	No	Yes			
11	Western Addition	5	No	No	Yes	No	Yes					
12	Lakeview	11	Yes	Yes	Yes	Yes	Yes	Yes	Yes			
13	Noe Valley	8	Yes				Yes					
17	Park Merced	7	Yes	Yes	Yes	Yes	Yes	Yes	Yes			
19	Marina	2	No	Yes	Yes							
24	Night Routes, Various	6	No	Yes	Yes	No	Yes	Yes	Yes			
Compliance Rate			55%	50%	90%	33%	100%	57%	100%			

 Routes Not Inspected

GRAFFITI INSPECTIONS

Tables B3 and B4 below show counts of graffiti on street surfaces, public and private structures and buildings visible from and immediately adjacent to the streets in the selected routes. Graffiti includes stickers, paint, and pen markings.

Table B3: Graffiti Results for July – October 2005

Inspection Results - Graffiti Incidences						
Route No.	Route Name	Supervisory District	DPW Inspections			CSA Inspections
			JULY	AUG	SEPT	SEPT
1	Richmond	1	5	4	1	18
5	Excelsior	11	33	65	63	34
7	Sunset	4	16	15	13	24
10	Bayview	10	2	1	0	2
11	Western Addition	3	19	24	14	39
12	Lakeview	7	12	4	6	17
14	Eureka	8	17	12	14	31
15	Haight/Anza	5	34	52	36	25
18	Glen Park	9	16	11	18	3
19	Marina	2	0	0	0	7
20	Chinatown	6	82	51	38	32
Total Incidences			236	239	203	232
						152

Note: Table includes routes that consistently have the highest incidences.

Table B4: Graffiti Results for December 2005 – February 2006

Inspection Results - Graffiti Incidences						
Route No.	Route Name	Supervisory District	CSA Inspections		DPW Inspections	
			DEC	DEC	JAN	FEB
2	Pacific Heights - Jordan Park	1		3	1	
3	Wharf - Financial District	3		13	86	
6	Portola	10		14	33	11
8	Parkside	4		12	9	0
9	Mission	9		70	69	50
11	Western Addition	5		38	16	
12	Lakeview	11		14	7	9
13	Noe Valley	8		7		1
17	Park Merced	7		0	0	1
19	Marina	2		0	2	
24	Night Routes	6		51	9	38
Total Incidences			222	232	110	167

Routes Not Inspected

Note: Table includes routes that consistently have the highest incidences.

TRASH RECEPTACLES INSPECTIONS

In Tables B5 and B6 below a “Yes” means that the trash receptacles on the route met five out of six standards—the can is; 1) not overflowing, 2) has little or no litter around it, 3) is free of graffiti, 4) paint is not peeling or chipped, 5) is structurally undamaged and, 6) has secured doors.

Table B5: Trash Receptacles Results for July – October 2005

Inspection Results - Trash Receptacles In Compliance (Y/N)													
		DPW Inspections								CSA Inspections		DPW Inspections	
Route No.	Route Name	Supervisory District	JULY		AUG		SEPT		SEPT		OCT		
			Before	After	Before	After	Before	After	After		Before	After	
1	Richmond	1	Yes	Yes	No	Yes	Yes	Yes	Yes		No	No	
5	Excelsior	11	No	Yes	No	No	No	No	Yes		No	No	
7	Sunset	4	N/A	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A	
10	Bayview Western	10	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes	
11	Addition	3	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes	
12	Lakeview	7	No	No	No	Yes	Yes	Yes	Yes		No	Yes	
14	Eureka	8	No	No	No	No	No	No	No		No	No	
15	Haight/Anza	5	No	No	No	No	Yes	Yes	Yes		No	No	
18	Glen Park	9	Yes	Yes	Yes	Yes	No	No	Yes		Yes	No	
19	Marina	2	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes	
20	Chinatown	6	Yes	Yes	No	Yes	No	Yes	No		Yes	Yes	
Compliance Rate			60%	70%	40%	70%	60%	70%	80%		50%	50%	

N/A = No trash receptacles on this route.

Table B6: Trash Receptacles Results for December 2005 – February 2006

Inspection Results - Trash Receptacles In Compliance? Yes/No									
		CSA							
		Inspections			DPW Inspections				
		Supervisory							
Route No.	Route Name	District	DEC	DEC		JAN		FEB	
			Before	After		Before	After	Before	After
2	Pacific Heights Wharf - Financial District	1	No	No	No	No	No		
3		3	Yes	No	No	No	Yes	No	No
6	Portola	10	Yes	No	No	No	No	No	Yes
8	Parkside	4	N/A	N/A	N/A	N/A	N/A	N/A	N/A
9	Mission	9	Yes	Yes	Yes			Yes	Yes
11	Western Addition	5	No	Yes	Yes	No	Yes		
12	Lakeview	11	No	Yes	Yes	Yes	Yes	Yes	Yes
13	Noe Valley	8	N/A	N/A	N/A	N/A	N/A	N/A	N/A
17	Park Merced	7	N/A	N/A	N/A	N/A	N/A	N/A	N/A
19	Marina	2	Yes	Yes	Yes	No	No		
24	Night Routes, Various	6	Yes	Yes	Yes	No	Yes	Yes	Yes
Compliance Rate			63%	63%	63%	14%	57%	60%	80%

Routes Not Inspected
N/A = No trash receptacles on this route.

STREET SWEEPINGS

Tables B7 and B8 show the curb miles that are swept by DPW mechanical sweepers. Table B7 shows the curb miles swept by supervisorial districts, for example, 131 curb miles are swept in supervisorial district 1 compared to 213 curb miles swept in supervisorial district 7. Table B8 shows how frequently some curb miles are swept on a weekly basis. For example, there are 1,310 curb miles that are swept just once a week – these are primarily residential streets, and some 158 curb miles that are swept twice a week.

Table B7: Curb Miles Mechanically Swept by District

No.	Name of Supervisorial District	Curb Miles
1	Richmond	131
2	Marina	132
3	Northeast	70
4	Sunset	180
5	Western Addition – Haight	111
6	SOMA – Tenderloin	156
7	Merced – West Peaks	213
8	Castro – East Peaks	161
9	Mission – Bernal	113
10	Potrero – Bayview	240
11	Oceanview – Ingleside	164
	Total	1,668

Table B8: Frequency of Sweeping

	Curb Miles
1	1,310
2	158
3	79
4	30
5	21
6	16
7	6
8	31
9	12
10	4
11	1
12	4
13	3
14	0.4
Total	1,668

REC AND PARK DEPARTMENT RESPONSE TO THE REPORT:

San Francisco Recreation & Parks

McLaren Lodge, Golden Gate Park, 501 Stanyan Street, San Francisco CA
94117

TEL 415.831.2700 FAX 415.668.3330 WEB parks.sfgov.org

July 10, 2006

Ed Harrington, Controller
City Hall, Room 316
Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4694

Dear Mr. Harrington:

The Recreation and Park Department (RPD) was very pleased to have the opportunity to review and comment on the City Services Auditor (CSA) Annual Report on Parks and Streets Maintenance. As you know, the Department has been working with your staff in the CSA unit and appreciated the thoughtful and attentive work that was dedicated to the implementation of the legislation regarding park standards.

RPD is in general broad agreement with the information presented in the report. Department staff is now very familiar with the park inspection process and new staff is being trained to conduct these inspections nearly every quarter. RPD feels it especially important to gather more data points for a truer review of inspection results over time. However, RPD has used and will continue to use the data gathered in making management decisions regarding the deployment of park maintenance staff. This first year has been useful in establishing a minimal baseline; with more inspections this baseline will improve.

The report notes that much of the RPD management staff is now in place. The recent hiring of the 8 new Neighborhood Services Managers is especially important for the implementation of the staff schedule compliance process and, as the report states, this process is to be implemented this quarter.

Although the Department agrees with the recommendations in the report, the recommendation to post results within 30 days needs to be set in some context. The delay in posting results in a timely manner during most of the last fiscal year was due to significant challenges in the integration of the park standards application with other systems, also relatively new, in RPD. Despite diligent efforts to complete data entry and report posting quickly, a variety of software corrections were required. RPD believes the last remaining compatibility issues have now been addressed with the help of CSA staff, resulting in more timely postings of future inspection results.

Once again, the Department appreciates this opportunity to comment and looks forward to implementing the recommendations of the report.

Respectfully,
Yomi Agunbiade
General Manager
Recreation and Park Department

DEPARTMENT OF PUBLIC WORKS RESPONSE TO THE REPORT:

City and County of San Francisco



Gavin Newsom, Mayor
Fred V. Abadi, Ph.D., Director

(415) 695-2017
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Department of Public Works
Bureau of Street Environmental Services
2323 Cesar Chavez Street
San Francisco, CA 94124-1003
James Armstrong, Superintendent

DATE: July 5, 2006

TO: Mohammed Nuru, DDO

THROUGH: James Armstrong, Superintendent BSES

FROM: Chris Ellen Montgomery, Assistant Superintendent BSES

SUBJECT: City Services Auditor Annual Report, Parks and Street Maintenance

Under the heading "Street recommendations" #2., the reports states that inspections decreased then stopped. In fact, the Bureau of Street Environmental Services has continued performing inspections as agreed to in a meeting with the Auditor's staff. Due to multiple changes in management staffing, a few inspections may have been missed.

Number 3 states "consider using staff on light or modified duty"; Bureau manager suggested that the Auditor's office hire staff to perform this work for consistency at a lower pay scale. Bureau of Street Environmental Services managers are spending in excess of 10 hours per month to perform these inspections; this takes us away from other important work.

